
Unit 2: Fundamentals Review for Command and General Staff



Unit 2: Fundamentals Review for Command and General Staff



Visual Description: Unit Introduction

Key Points

This unit reviews the ICS features and concepts presented in ICS-100 through ICS-300.



Unit Objectives (1 of 2)

- Describe types of agency(ies) policies, guidelines, and agreements that influence management of incident or event activities.
- Describe issues that influence incident complexity and the tools available to analyze complexity.
- Describe the process for transfer of command.
- Describe the primary guidelines and responsibilities of the Command and General Staff positions.
- List the major steps in the planning process.

Unit 2:
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Visual 2.2

Visual Description: Unit Objectives

Key Points

By the end of this unit, you should be able to:

- Describe types of agency(ies) policies, guidelines, and agreements that influence management of incident or event activities.
- Describe issues that influence incident complexity and the tools available to analyze complexity.
- Describe the process for transfer of command.
- Describe the primary guidelines and responsibilities of the Command and General Staff positions.
- List the major steps in the planning process.



Unit Objectives (2 of 2)

- Describe the purposes and responsibilities of agency representatives or technical specialists, reporting relationships, and how they can be effectively used within the incident organization.
- Define the advantages of Unified Command and list the kinds of situations that may call for a Unified Command organization.
- Describe how Unified Command functions on a multijurisdiction or multiagency incident.

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Visual 2.3

Visual Description: Unit Objectives

Key Points

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- Describe how Unified Command functions on a multijurisdiction or multiagency incident.



Review Activity: Introduction

Your team is part of a group preparing to manage a 4th of July celebration that includes the following:

- **July 3rd - July 5th:** The Fire Department's annual 3-day carnival will begin each day at 10:00 a.m. and end each evening with a concert and fireworks. In conjunction with the carnival, the 4-H Club is sponsoring a craft fair and livestock show.
- **July 4th:** A parade honoring a returning war hero is scheduled to begin at 9:30 a.m., ending in a noon rally. The rally will include speeches from your U.S. Senator, the Governor, and Department of Defense officials. Press reports have indicated that the Senator is about to announce her intent to run for President in the fall primaries.

The carnival and rally will be held on the County Fairgrounds. The mile-long parade route begins at the County Courthouse. The county is in the middle of a heat wave that is forecasted to continue. Large crowds are projected. National media outlets are beginning to arrive. The FBI has issued a general advisory warning of possible terrorism directed at disrupting holiday celebrations.

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Visual 2.4

Visual Description: Introduction to the Review Activity

Key Points

Review the following scenario:

Your team is part of a group preparing to manage a 4th of July celebration that includes the following:

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The carnival and rally will be held on the County Fairgrounds. The mile-long parade route begins at the County Courthouse. The county is in the middle of a heat wave that is forecasted to continue. Large crowds are projected. National media outlets are beginning to arrive. The FBI has issued a general advisory warning of possible terrorism directed at disrupting holiday celebrations.



Review Activity: Instructions

1. You will be assigned to one of six teams. Each team will select a leader.
2. Each team will be given an assigned area. During the next 75 minutes, each team will develop a 10- to 15-minute presentation that:
 - Is based on the scenario.
 - Addresses all assigned questions.
 - Uses chart paper to create visual displays and bullet items summarizing key points.
 - Allows ALL team members to have a role during the presentation.
3. Use the review materials in your Student Manuals to help formulate your presentations!

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Visual 2.5

Visual Description: Review Activity Instructions

Key Points

Instructions:

1. You will be assigned to one of six teams. Each team will select a leader.
2. Each team will be given an assigned area. During the next 75 minutes, each team will develop a **10- to 15-minute presentation** that:
 - Is based on the scenario.
 - Addresses all assigned questions.
 - Uses chart paper to create visual displays and bullet items summarizing key points.
 - Allows **ALL** team members to have a role during the presentation.
3. Use the review materials in your Student Manual to help formulate your presentations!



Group 1: Complexity & Transfer of Command

Working as a team, develop a 10- to 15-minute presentation based on the scenario that covers the following:

- Based on the incident type complexity levels (1–5), identify the anticipated complexity level type for this event. Present a review of all five complexity types and then state the reasons why the team chose the selected incident type.
- What are the three most likely factors/scenarios that might cause the incident type to increase in complexity?
- Select one of the above “what-if” scenarios. Now assume that this scenario has occurred and that a transfer of command is needed. What are the five important steps for effectively assuming command of an incident?



Be ready to present
in 75 minutes.

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Visual 2.6

Visual Description: Group 1: Complexity & Transfer of Command

Key Points

Group 1 Assignment

Working as a team, develop a 10- to 15-minute presentation based on the scenario that covers the following:

- Based on the incident type complexity levels (1–5), identify the anticipated complexity level type for this event. Present a review of all five complexity types and then state the reasons why the team chose the selected incident type.
- What are the three most likely factors/scenarios that might cause the incident type to increase in complexity?
- Select one of the above “what-if” scenarios. Now assume that this scenario has occurred and that a transfer of command is needed. What are the five important steps for effectively assuming command of an incident?



Group 2: Command Staff

Working as a team, develop a 10- to 15-minute presentation based on the scenario that answers the following questions:

- Assuming a Unified Command structure, what are the primary responsibilities of the Incident Commanders for this event?
- What are the primary responsibilities of the Safety Officer for this event?
- What are the primary responsibilities of the Liaison Officer for this event? What agency representatives may be present? What are the roles of the agency representatives?
- What are the primary responsibilities of the Public Information Officer for this event?



Be ready to present
in 75 minutes.

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Visual 2.7

Visual Description: Group 2: Command Staff

Key Points

Group 2 Assignment

Working as a team, develop a 10- to 15-minute presentation based on the scenario that answers the following questions:

- Assuming a Unified Command structure, what are the primary responsibilities of the Incident Commanders for this event?
- What are the primary responsibilities of the Safety Officer for this event?
- What are the primary responsibilities of the Liaison Officer for this event? What agency representatives may be present? What are the roles of the agency representatives?
- What are the primary responsibilities of the Public Information Officer for this event?



Group 3: General Staff—Tactical Resources

Working as a team, develop a 10- to 15-minute presentation based on the scenario that answers the following questions:

- What are the primary responsibilities of the Operations Section Chief for this event?
- What tactical resources are likely to be needed to manage this event?
- How will span of control be managed? Will Branches, Divisions, and/or Groups be added?
- What is a possible organizational structure for the Operations Section? (Draw a chart.)



Be ready to present
in 75 minutes.

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Visual 2.8

Visual Description: Group 3: General Staff—Tactical Resources

Key Points

Group 3 Assignment

Working as a team, develop a 10- to 15-minute presentation based on the scenario that answers the following questions:

- What are the primary responsibilities of the Operations Section Chief for this event?
- What tactical resources are likely to be needed to manage this event?
- How will span of control be managed? Will Branches, Divisions, and/or Groups be added?
- What is a possible organizational structure for the Operations Section? (Draw a chart.)



Group 4: General Staff—Support Resources

Working as a team, develop a 10- to 15-minute presentation based on the scenario that answers the following questions:

- **Planning:** What are the primary responsibilities of the Planning Section Chief for this event? What are the greatest challenges facing the Planning Section? What types of technical specialists may be included in the Planning Section?
- **Logistics:** What are the primary responsibilities of the Logistics Section Chief for this event? What are the greatest challenges facing the Logistics Section?
- **Finance/Admin:** What are the primary responsibilities of the Finance/Administration Section Chief for this event? What are the greatest challenges facing the Finance/Admin Section?



Be ready to present
in 75 minutes.

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Visual 2.9

Visual Description: Group 4: General Staff—Support Resources

Key Points

Group 4 Assignment

Working as a team, develop a 10- to 15-minute presentation based on the scenario that answers the following questions:

- **Planning:** What are the primary responsibilities of the Planning Section Chief for this event? What are the greatest challenges facing the Planning Section? What types of technical specialists may be included in the Planning Section?
- **Logistics:** What are the primary responsibilities of the Logistics Section Chief for this event? What are the greatest challenges facing the Logistics Section?
- **Finance/Admin:** What are the primary responsibilities of the Finance/Administration Section Chief for this event? What are the greatest challenges facing the Finance/Admin Section?



Group 5: Planning Process

Working as a team, develop a 10- to 15-minute presentation based on the scenario that answers the following questions:

- Who is responsible for the planning process?
- What types of policies, guidelines, or agreements must be considered in managing this event?
- What are the initial objectives for the event's first operational period? (Write SMART objectives!)
- How long will the first operational period be?
- Once the first operational period begins, what are the major steps/meetings conducted?
- What ICS forms will be completed? What are the purposes of each form?



Be ready to present
in 75 minutes.

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Visual 2.10

Visual Description: Group 5: Planning Process

Key Points

Group 5 Assignment

Working as a team, develop a 10- to 15-minute presentation based on the scenario that answers the following questions:

- Who is responsible for the planning process?
- What types of policies, guidelines, or agreements must be considered in managing this event?
- What are the initial objectives for the event's first operational period? (Write **SMART** objectives!)
- How long will the first operational period be?
- Once the first operational period begins, what are the major steps/meetings conducted?
- What ICS forms will be completed? What are the purposes of each form?



Group 6: Unified Command

Working as a team, develop a 10- to 15-minute presentation based on the scenario that answers the following questions:

- What are the advantages of using Unified Command for this event?
- Which jurisdictions/agencies will be included in the Unified Command structure?
- What are the essential elements of Unified Command and how will they be used to manage this event?
- What are the top three challenges associated with using Unified Command for this event? What strategies will be used to address these challenges?



Be ready to present
in 75 minutes.

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Visual 2.11

Visual Description: Group 6: Unified Command

Key Points

Group 6 Assignment

Working as a team, develop a 10- to 15-minute presentation based on the scenario that answers the following questions:

- What are the advantages of using Unified Command for this event?
- Which jurisdictions/agencies will be included in the Unified Command structure?
- What are the essential elements of Unified Command and how will they be used to manage this event?
- What are the top three challenges associated with using Unified Command for this event? What strategies will be used to address these challenges?



Summary (1 of 2)

Are you now able to:

- Describe types of agency(ies) policies, guidelines, and agreements that influence management of incident or event activities?
- Describe issues that influence incident complexity and the tools available to analyze complexity?
- Describe the process for transfer of command?
- Describe the primary guidelines and responsibilities of the Command and General Staff positions?
- List the major steps in the planning process?

Unit 2:
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Visual 2.12

Visual Description: Summary

Key Points

Are you now able to:

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- Describe issues that influence incident complexity and the tools available to analyze complexity?
- Describe the process for transfer of command?
- Describe the primary guidelines and responsibilities of the Command and General Staff positions?
- List the major steps in the planning process?



Summary (2 of 2)

Are you now able to:

- Describe the purposes and responsibilities of agency representatives or technical specialists, reporting relationships, and how they can be effectively used within the incident organization?
- Define the advantages of Unified Command and list the kinds of situations that may call for a Unified Command organization?
- Describe how Unified Command functions on a multijurisdiction or multiagency incident?

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Visual 2.13

Visual Description: Summary

Key Points

Are you now able to:

- Describe the purposes and responsibilities of agency representatives or technical specialists, reporting relationships, and how they can be effectively used within the incident organization?
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- Describe how Unified Command functions on a multijurisdiction or multiagency incident?

The next unit presents information on alternative strategies for managing complex incidents.



Your Notes

Review Materials

Incident Command System (ICS)

ICS was developed in the 1970s following a series of catastrophic fires in California's urban interface. Property damage ran into the millions, and many people died or were injured. The personnel assigned to determine the causes of these outcomes studied the case histories and discovered that response problems could rarely be attributed to lack of resources or failure of tactics. Surprisingly, studies found that response problems were far more likely to result from inadequate management than from any other single reason.

The Incident Command System:

- Is a standardized management tool for meeting the demands of small or large emergency or nonemergency situations.
- Represents "best practices" and has become the standard for emergency management across the country.
- May be used for planned events, natural disasters, and acts of terrorism.
- Is a key feature of the National Incident Management System (NIMS).

As stated in NIMS, "The ICS is a management system designed to enable effective and efficient domestic incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to enable effective and efficient domestic incident management. A basic premise of ICS is that it is widely applicable. It is used to organize both near-term and long-term field-level operations for a broad spectrum of emergencies, from small to complex incidents, both natural and manmade. ICS is used by all levels of government—Federal, State, local, and tribal—as well as by many private-sector and nongovernmental organizations. ICS is also applicable across disciplines. It is normally structured to facilitate activities in five major functional areas: command, operations, planning, logistics, and finance and administration."

ICS Features

The 14 essential ICS features are listed below:

- **Common Terminology:** Using common terminology helps to define organizational functions, incident facilities, resource descriptions, and position titles.
- **Modular Organization:** The Incident Command organizational structure develops in a top-down, modular fashion that is based on the size and complexity of the incident, as well as the specifics of the hazard environment created by the incident.
- **Management by Objectives:** Includes establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities; and directing efforts to attain the established objectives.
- **Reliance on an Incident Action Plan:** Incident Action Plans (IAPs) provide a coherent means of communicating the overall incident objectives in the contexts of both operational and support activities.
- **Chain of Command and Unity of Command:** Chain of command refers to the orderly line of authority within the ranks of the incident management organization. Unity of command means that every individual has a designated supervisor to whom he or she reports at the scene of the incident. These principles clarify reporting relationships and eliminate the confusion caused by multiple, conflicting directives. Incident managers at all levels must be able to control the actions of all personnel under their supervision.
- **Unified Command:** In incidents involving multiple jurisdictions, a single jurisdiction with multiagency involvement, or multiple jurisdictions with multiagency involvement, Unified Command allows agencies with different legal, geographic, and functional authorities and responsibilities to work together effectively without affecting individual agency authority, responsibility, or accountability.
- **Manageable Span of Control:** Span of control is key to effective and efficient incident management. **Within ICS, the span of control of any individual with incident management supervisory responsibility should range from three to seven subordinates.**
- **Predesignated Incident Locations and Facilities:** Various types of operational locations and support facilities are established in the vicinity of an incident to accomplish a variety of purposes. Typical predesignated facilities include Incident Command Posts, Bases, Camps, Staging Areas, Mass Casualty Triage Areas, and others as required.
- **Resource Management:** Resource management includes processes for categorizing, ordering, dispatching, tracking, and recovering resources. It also includes processes for reimbursement for resources, as appropriate. Resources are defined as personnel, teams, equipment, supplies, and facilities available or potentially available for assignment or allocation in support of incident management and emergency response activities.
- **Information and Intelligence Management:** The incident management organization must establish a process for gathering, sharing, and managing incident-related information and intelligence.
- **Integrated Communications:** Incident communications are facilitated through the development and use of a common communications plan and interoperable communications processes and architectures.

ICS Features (Continued)

- **Transfer of Command:** The command function must be clearly established from the beginning of an incident. When command is transferred, the process must include a briefing that captures all essential information for continuing safe and effective operations.
- **Accountability:** Effective accountability at all jurisdictional levels and within individual functional areas during incident operations is essential. To that end, the following principles must be adhered to:
 - **Check-In:** All responders, regardless of agency affiliation, must report in to receive an assignment in accordance with the procedures established by the Incident Commander.
 - **Incident Action Plan:** Response operations must be directed and coordinated as outlined in the IAP.
 - **Unity of Command:** Each individual involved in incident operations will be assigned to only one supervisor.
 - **Span of Control:** Supervisors must be able to adequately supervise and control their subordinates, as well as communicate with and manage all resources under their supervision.
 - **Resource Tracking:** Supervisors must record and report resource status changes as they occur.
- **Deployment:** Personnel and equipment should respond only when requested or when dispatched by an appropriate authority.

Incident Complexity

“Incident complexity” is the combination of involved factors that affect the probability of control of an incident. Many factors determine the complexity of an incident, including, but not limited to, area involved, threat to life and property, political sensitivity, organizational complexity, jurisdictional boundaries, values at risk, weather, strategy and tactics, and agency policy.

Incident complexity is considered when making incident management level, staffing, and safety decisions.

Various analysis tools have been developed to assist consideration of important factors involved in incident complexity. Listed below are the factors that may be considered in analyzing incident complexity:

- Impacts to life, property, and the economy
- Community and responder safety
- Potential hazardous materials
- Weather and other environmental influences
- Likelihood of cascading events
- Potential crime scene (including terrorism)
- Political sensitivity, external influences, and media relations
- Area involved, jurisdictional boundaries
- Availability of resources

Incident Types

Incidents may be typed in order to make decisions about resource requirements. Incident types are based on the following five levels of complexity. (Source: U.S. Fire Administration)

Type 5	<ul style="list-style-type: none"> ▪ The incident can be handled with one or two single resources with up to six personnel. ▪ Command and General Staff positions (other than the Incident Commander) are not activated. ▪ No written Incident Action Plan (IAP) is required. ▪ The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene. ▪ Examples include a vehicle fire, an injured person, or a police traffic stop.
Type 4	<ul style="list-style-type: none"> ▪ Command staff and general staff functions are activated only if needed. ▪ Several resources are required to mitigate the incident, including a Task Force or Strike Team. ▪ The incident is usually limited to one operational period in the control phase. ▪ The agency administrator may have briefings, and ensure the complexity analysis and delegation of authority are updated. ▪ No written Incident Action Plan (IAP) is required but a documented operational briefing will be completed for all incoming resources. ▪ The role of the agency administrator includes operational plans including objectives and priorities.
Type 3	<ul style="list-style-type: none"> ▪ When capabilities exceed initial attack, the appropriate ICS positions should be added to match the complexity of the incident. ▪ Some or all of the Command and General Staff positions may be activated, as well as Division/Group Supervisor and/or Unit Leader level positions. ▪ A Type 3 Incident Management Team (IMT) or incident command organization manages initial action incidents with a significant number of resources, an extended attack incident until containment/control is achieved, or an expanding incident until transition to a Type 1 or 2 team. ▪ The incident may extend into multiple operational periods. ▪ A written IAP may be required for each operational period.
Type 2	<ul style="list-style-type: none"> ▪ This type of incident extends beyond the capabilities for local control and is expected to go into multiple operational periods. A Type 2 incident may require the response of resources out of area, including regional and/or national resources, to effectively manage the operations, command, and general staffing. ▪ Most or all of the Command and General Staff positions are filled. ▪ A written IAP is required for each operational period. ▪ Many of the functional units are needed and staffed. ▪ Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500 (guidelines only). ▪ The agency administrator is responsible for the incident complexity analysis, agency administrator briefings, and the written delegation of authority.
Type 1	<ul style="list-style-type: none"> ▪ This type of incident is the most complex, requiring national resources to safely and effectively manage and operate. ▪ All Command and General Staff positions are activated. ▪ Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000. ▪ Branches need to be established. ▪ The agency administrator will have briefings, and ensure that the complexity analysis and delegation of authority are updated. ▪ Use of resource advisors at the incident base is recommended. ▪ There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.

Transfer of Command

The process of moving the responsibility for incident command from one Incident Commander to another is called “transfer of command.” It should be recognized that transition of command on an expanding incident is to be expected. It does not reflect on the competency of the current Incident Commander.

There are five important steps in effectively assuming command of an incident in progress.

Step 1: The incoming Incident Commander should, if at all possible, personally perform an assessment of the incident situation with the existing Incident Commander.

Step 2: The incoming Incident Commander must be adequately briefed.

This briefing must be by the current Incident Commander, and take place face-to-face if possible. The briefing must cover the following:

- Incident history (what has happened)
- Priorities and objectives
- Current plan
- Resource assignments
- Incident organization
- Resources ordered/needed
- Facilities established
- Status of communications
- Any constraints or limitations
- Incident potential
- Delegation of Authority

The ICS Form 201 is especially designed to assist in incident briefings. It should be used whenever possible because it provides a written record of the incident as of the time prepared. The ICS Form 201 contains:

- A place for a sketch map.
- Summary of current actions.
- Organizational framework.
- Incident objectives.
- Resources summary.

Step 3: After the incident briefing, the incoming Incident Commander should determine an appropriate time for transfer of command.

Step 4: At the appropriate time, notice of a change in incident command should be made to:

- Agency headquarters (through dispatch).
- General Staff members (if designated).
- Command Staff members (if designated).
- All incident personnel.

Step 5: The incoming Incident Commander may give the previous Incident Commander another assignment on the incident. There are several advantages of this:

- The initial Incident Commander retains first-hand knowledge at the incident site.
- This strategy allows the initial Incident Commander to observe the progress of the incident and to gain experience.

Modular Organization

Standardization of the ICS organizational chart and associated terms does not limit the flexibility of the system. (See chart on next page.)

A key principle of ICS is its flexibility. The ICS organization may be expanded easily from a very small size for routine operations to a larger organization capable of handling catastrophic events.

Flexibility does not mean that the ICS feature of common terminology is superseded. Note that flexibility is allowed within the standard ICS organizational structure and position titles.

Position Titles

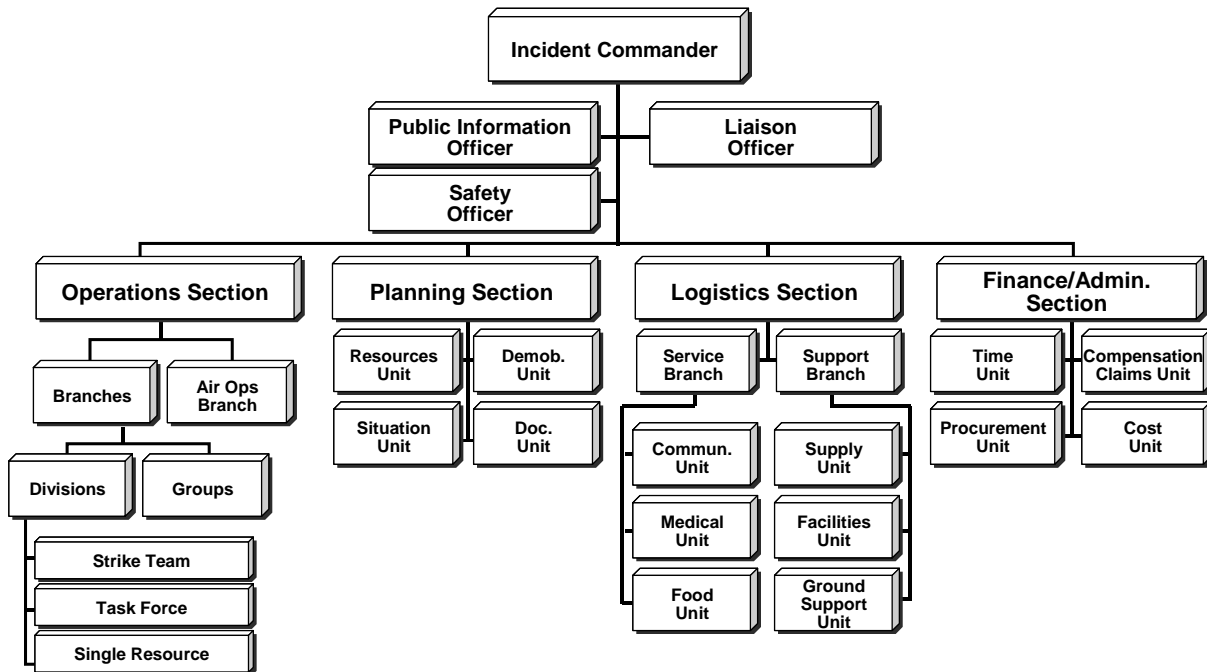
At each level within the ICS organization, individuals with primary responsibility positions have distinct titles. Titles provide a common standard for all users. For example, if one agency uses the title Branch Chief, another Branch Manager, etc., this lack of consistency can cause confusion at the incident.

The use of distinct titles for ICS positions allows for filling ICS positions with the most qualified individuals rather than by seniority. Standardized position titles are useful when requesting qualified personnel. For example, in deploying personnel, it is important to know if the positions needed are Unit Leaders, clerks, etc.

Listed below are the standard ICS titles:

Organizational Level	Title	Support Position
Incident Command	Incident Commander	Deputy
Command Staff	Officer	Assistant
General Staff (Section)	Chief	Deputy
Branch	Director	Deputy
Division/Group	Supervisor	N/A
Unit	Leader	Manager
Strike Team/Task Force	Leader	Single Resource Boss

ICS Organization



- **Command Staff:** The Command Staff consists of the Public Information Officer, Safety Officer, and Liaison Officer. They report directly to the Incident Commander.
- **Section:** The organization level having functional responsibility for primary segments of incident management (Operations, Planning, Logistics, Finance/Administration). The Section level is organizationally between Branch and Incident Commander.
- **Branch:** That organizational level having functional, geographical, or jurisdictional responsibility for major parts of the incident operations. The Branch level is organizationally between Section and Division/Group in the Operations Section, and between Section and Units in the Logistics Section. Branches are identified by the use of Roman Numerals, by function, or by jurisdictional name.
- **Division:** That organizational level having responsibility for operations within a defined geographic area. The Division level is organizationally between the Strike Team and the Branch.
- **Group:** Groups are established to divide the incident into functional areas of operation. Groups are located between Branches (when activated) and Resources in the Operations Section.
- **Unit:** That organization element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.
- **Task Force:** A group of resources with common communications and a leader that may be pre-established and sent to an incident, or formed at an incident.
- **Strike Team:** Specified combinations of the same kind and type of resources, with common communications and a leader.
- **Single Resource:** An individual piece of equipment and its personnel complement, or an established crew or team of individuals with an identified work supervisor that can be used on an incident.

Overall Organizational Functions

ICS was designed by identifying the primary activities or functions necessary to effectively respond to incidents. Analyses of incident reports and review of military organizations were all used in ICS development. These analyses identified the primary needs of incidents.

As incidents became more complex, difficult, and expensive, the need for an organizational manager became more evident. Thus in ICS, and especially in larger incidents, the Incident Commander manages the organization and not the incident.

In addition to the Command function, other desired functions and activities were:

- To delegate authority and to provide a separate organizational level within the ICS structure with sole responsibility for the tactical direction and control of resources.
- To provide logistical support to the incident organization.
- To provide planning services for both current and future activities.
- To provide cost assessment, time recording, and procurement control necessary to support the incident and the managing of claims.
- To promptly and effectively interact with the media, and provide informational services for the incident, involved agencies, and the public.
- To provide a safe operating environment within all parts of the incident organization.
- To ensure that assisting and cooperating agencies needs are met, and to see that they are used in an effective manner.

Incident Commander

The Incident Commander is technically not a part of either the General or Command staff. The Incident Commander is responsible for overall incident management, including:

- Ensuring clear authority and knowledge of agency policy.
- Ensuring incident safety.
- Establishing an Incident Command Post.
- Obtaining a briefing from the prior Incident Commander and/or assessing the situation.
- Establishing immediate priorities.
- Determining incident objectives and strategy(ies) to be followed.
- Establishing the level of organization needed, and continuously monitoring the operation and effectiveness of that organization.
- Managing planning meetings as required.
- Approving and implementing the Incident Action Plan.
- Coordinating the activities of the Command and General Staff.
- Approving requests for additional resources or for the release of resources.
- Approving the use of students, volunteers, and auxiliary personnel.
- Authorizing the release of information to the news media.
- Ordering demobilization of the incident when appropriate.
- Ensuring incident after-action reports are complete.

Command Staff

Command Staff is assigned to carry out staff functions needed to support the Incident Commander. These functions include interagency liaison, incident safety, and public information.

Command Staff positions are established to assign responsibility for key activities not specifically identified in the General Staff functional elements. These positions may include the Public Information Officer (PIO), Safety Officer (SO), and Liaison Officer (LNO), in addition to various others, as required and assigned by the Incident Commander.

The table on the following page summarizes the responsibilities of the Command Staff.

General Staff

The General Staff represents and is responsible for the functional aspects of the incident command structure. The General Staff typically consists of the Operations, Planning, Logistics, and Finance/Administration Sections.

General guidelines related to General Staff positions include the following:

- Only one person will be designated to lead each General Staff position.
- General Staff positions may be filled by qualified persons from any agency or jurisdiction.
- Members of the General Staff report directly to the Incident Commander. If a General Staff position is not activated, the Incident Commander will have responsibility for that functional activity.
- Deputy positions may be established for each of the General Staff positions. Deputies are individuals fully qualified to fill the primary position. Deputies can be designated from other jurisdictions or agencies, as appropriate. This is a good way to bring about greater interagency coordination.
- General Staff members may exchange information with any person within the organization. Direction takes place through the chain of command. This is an important concept in ICS.
- General Staff positions should not be combined. For example, to establish a "Planning and Logistics Section," it is better to initially create the two separate functions, and if necessary for a short time place one person in charge of both. That way, the transfer of responsibility can be made easier.

Following the first table is a table that summarizes the responsibilities of the General Staff.

Command Staff	Responsibilities
Public Information Officer	<p>The PIO is responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements. The PIO develops accurate and complete information on the incident's cause, size, and current situation; resources committed; and other matters of general interest for both internal and external consumption. The PIO may also perform a key public information-monitoring role.</p> <p>Only one incident PIO should be designated. Assistants may be assigned from other agencies or departments involved. The Incident Commander must approve the release of all incident-related information.</p>
Safety Officer	<p>The SO monitors incident operations and advises the Incident Commander on all matters relating to operational safety, including the health and safety of emergency responder personnel. The ultimate responsibility for the safe conduct of incident management operations rests with the Incident Commander or Unified Command and supervisors at all levels of incident management. The SO is, in turn, responsible to the Incident Commander for the set of systems and procedures necessary to ensure ongoing assessment of hazardous environments, coordination of multiagency safety efforts, and implementation of measures to promote emergency responder safety, as well as the general safety of incident operations. The SO has emergency authority to stop and/or prevent unsafe acts during incident operations. In a Unified Command structure, a single SO should be designated, in spite of the fact that multiple jurisdictions and/or functional agencies may be involved. The SO must also ensure the coordination of safety management functions and issues across jurisdictions, across functional agencies, and with private-sector and nongovernmental organizations.</p>
Liaison Officer	<p>The LNO is the point of contact for representatives of other governmental agencies, nongovernmental organizations, and/or private entities. In either a single or Unified Command structure, representatives from assisting or cooperating agencies and organizations coordinate through the LNO. Agency and/or organizational representatives assigned to an incident must have the authority to speak for their parent agencies and/or organizations on all matters, following appropriate consultations with their agency leadership. Assistants and personnel from other agencies or organizations (public or private) involved in incident management activities may be assigned to the LNO to facilitate coordination.</p>
Assistants	<p>In the context of large or complex incidents, Command Staff members may need one or more assistants to help manage their workloads. Each Command Staff member is responsible for organizing his or her assistants for maximum efficiency.</p>
Additional Command Staff	<p>Additional Command Staff positions may also be necessary depending on the nature and location(s) of the incident, and/or specific requirements established by the Incident Commander. For example, a Legal Counsel may be assigned directly to the Command Staff to advise the Incident Commander on legal matters, such as emergency proclamations, legality of evacuation orders, and legal rights and restrictions pertaining to media access. Similarly, a Medical Advisor may be designated and assigned directly to the Command Staff to provide advice and recommendations to the Incident Commander in the context of incidents involving medical and mental health services, mass casualty, acute care, vector control, epidemiology, and/or mass prophylaxis considerations, particularly in the response to a bioterrorism event.</p>

Source: NIMS

General Staff	Responsibilities
Operations Section Chief	<p>The Operations Section Chief is responsible for managing all tactical operations at an incident. The Incident Action Plan provides the necessary guidance. The need to expand the Operations Section is generally dictated by the number of tactical resources involved and is influenced by span of control considerations.</p> <p>Major responsibilities of the Operations Section Chief are to:</p> <ul style="list-style-type: none"> ▪ Manage tactical operations. ▪ Assist in the development of the operations portion of the Incident Action Plan. This usually requires filling out the ICS 215 prior to the Planning Meeting. ▪ Supervise the execution of the operations portion of the Incident Action Plan. ▪ Maintain close contact with subordinate positions. ▪ Ensure safe tactical operations. ▪ Request additional resources to support tactical operations. ▪ Approve release of resources from active assignments (not release from the incident). ▪ Make or approve expedient changes to the operations portion of the Incident Action Plan. ▪ Maintain close communication with the Incident Commander.
Planning Section Chief	<p>The Planning Section Chief is responsible for providing planning services for the incident. Under the direction of the Planning Section Chief, the Planning Section collects situation and resources status information, evaluates it, and processes the information for use in developing action plans. Dissemination of information can be in the form of the Incident Action Plan, formal briefings, or through map and status board displays.</p> <p>Major responsibilities of the Planning Section Chief are to:</p> <ul style="list-style-type: none"> ▪ Collect and manage all incident-relevant operational data. ▪ Provide input to the Incident Commander and Operations Section Chief for use in preparing the Incident Action Plan. ▪ Supervise preparation of the Incident Action Plan. ▪ Conduct and facilitate planning meetings. ▪ Reassign personnel already on site to ICS organizational positions as needed and appropriate. ▪ Establish information requirements and reporting schedules for Planning Section units. ▪ Determine the need for specialized resources to support the incident. ▪ Assemble and disassemble task forces and strike teams not assigned to Operations. ▪ Establish specialized data collection systems as necessary (e.g., weather). ▪ Assemble information on alternative strategies and contingency plans. ▪ Provide periodic predictions on incident potential. ▪ Report any significant changes in incident status. ▪ Compile and display incident status information. ▪ Oversee preparation of the Demobilization Plan. ▪ Incorporate Traffic, Medical, Communications Plans, and other supporting material into the Incident Action Plan.

General Staff	Responsibilities
Logistics Section Chief	<p>The Logistics Section Chief provides all incident support needs with the exception of logistics support to air operations. The Logistics Section is responsible for providing:</p> <ul style="list-style-type: none"> ▪ Facilities ▪ Transportation ▪ Communications ▪ Supplies ▪ Equipment maintenance and fueling ▪ Food services (for responders) ▪ Medical services (for responders) ▪ All off-incident resources <p>Major responsibilities of the Logistics Section Chief are to:</p> <ul style="list-style-type: none"> ▪ Manage all incident logistics. ▪ Provide logistical input to the Incident Commander in preparing the Incident Action Plan. ▪ Brief Logistics Branch Directors and Unit Leaders as needed. ▪ Identify anticipated and known incident service and support requirements. ▪ Request additional resources, as needed. ▪ Develop as required, the Communications, Medical, and Traffic Plans. ▪ Oversee demobilization of the Logistics Section.
Finance/Administration Section Chief	<p>The Finance/Administration Section Chief is responsible for managing all financial aspects of an incident. Not all incidents will require a Finance/Administration Section. Only when the involved agencies have a specific need for finance services will the Section be activated.</p> <p>Major responsibilities of the Finance/Administration Section Chief are to:</p> <ul style="list-style-type: none"> ▪ Manage all financial aspects of an incident. ▪ Provide financial and cost analysis information as requested. ▪ Ensure compensation and claims functions are being addressed relative to the incident. ▪ Gather pertinent information from briefings with responsible agencies. ▪ Develop an operating plan for the Finance/Administration Section; fill Section supply and support needs. ▪ Determine need to set up and operate an incident commissary. ▪ Meet with assisting and cooperating agency representatives as needed. ▪ Maintain daily contact with agency(s) administrative headquarters on finance matters. ▪ Ensure that all personnel and equipment time records are accurately completed and transmitted to home agencies, according to policy. ▪ Provide financial input for demobilization planning. ▪ Ensure that all obligation documents initiated at the incident are properly prepared and completed. ▪ Brief agency administrative personnel on all incident-related financial issues needing attention or follow up.

Agency Representatives

An Agency Representative is an individual assigned to an incident from an assisting or cooperating agency. The Agency Representative must be given authority to make decisions on matters affecting that agency's participation at the incident.

Agency Representatives report to the Liaison Officer or to the Incident Commander in the absence of a Liaison Officer.

Major responsibilities of the Agency Representative are to:

- Ensure that all of their agency resources have completed check-in at the incident.
- Obtain briefing from the Liaison Officer or Incident Commander.
- Inform their agency personnel on the incident that the Agency Representative position has been filled.
- Attend planning meetings as required.
- Provide input to the planning process on the use of agency resources unless resource technical specialists are assigned from the agency.
- Cooperate fully with the Incident Commander and the Command and General Staff on the agency's involvement at the incident.
- Oversee the well-being and safety of agency personnel assigned to the incident
- Advise the Liaison Officer of any special agency needs, requirements, or agency restrictions.
- Report to agency dispatch or headquarters on a prearranged schedule.
- Ensure that all agency personnel and equipment are properly accounted for and released prior to departure.
- Ensure that all required agency forms, reports, and documents are complete prior to departure.
- Have a debriefing session with the Liaison Officer or Incident Commander prior to departure.

Technical Specialists

Certain incidents or events may require the use of Technical Specialists who have specialized knowledge and expertise. Technical Specialists may function within the Planning Section, or be assigned wherever their services are required.

While each incident dictates the need for Technical Specialists, some examples of the more commonly used specialists are:

- Meteorologists.
- Environmental Impact Specialists.
- Flood Control Specialists.
- Water Use Specialists.
- Fuels and Flammable Specialists.
- Hazardous Substance Specialists.
- Fire Behavior Specialists.
- Structural Engineers.
- Training Specialists.

Information and Intelligence

The analysis and sharing of information and intelligence are important elements of ICS. In this context, intelligence includes not only national security or other types of classified information but also other operational information, such as risk assessments, medical intelligence (i.e., surveillance), weather information, geospatial data, structural designs, toxic contaminant levels, and utilities and public works data, that may come from a variety of different sources.

Traditionally, information and intelligence functions are located in the Planning Section. However, in exceptional situations, the Incident Commander may need to assign the information and intelligence functions to other parts of the ICS organization. In any case, information and intelligence must be appropriately analyzed and shared with personnel, designated by the Incident Commander, who have proper clearance and a "need to know" to ensure that they support decisionmaking.

The information and intelligence function may be organized in one of the following ways:

- **Within the Command Staff:** This option may be most appropriate in incidents with little need for tactical or classified intelligence and in which incident-related intelligence is provided by supporting agency representatives, through real-time reach-back capabilities.
- **As a Unit Within the Planning Section:** This option may be most appropriate in an incident with some need for tactical intelligence and when no law enforcement entity is a member of the Unified Command.
- **As a Branch Within the Operations Section:** This option may be most appropriate in incidents with a high need for tactical intelligence (particularly classified intelligence) and when law enforcement is a member of the Unified Command.
- **As a Separate General Staff Section:** This option may be most appropriate when an incident is heavily influenced by intelligence factors or when there is a need to manage and/or analyze a large volume of classified or highly sensitive intelligence or information. This option is particularly relevant to a terrorism incident, for which intelligence plays a crucial role throughout the incident life cycle.

Regardless of how it is organized, the information and intelligence function is also responsible for developing, conducting, and managing information-related security plans and operations as directed by the Incident Action Plan.

These can include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, sensitive law enforcement information, proprietary and personal information, or export-controlled information) is handled in a way that not only safeguards the information but also ensures that it gets to those who need access to it so that they can effectively and safely conduct their missions.

The information and intelligence function also has the responsibility for coordinating information- and operational-security matters with public awareness activities that fall under the responsibility of the Public Information Officer, particularly where such public awareness activities may affect information or operations security

Unified Command

The Unified Command organization consists of the Incident Commanders from the various jurisdictions or agencies operating together to form a single command structure.

Overview

Unified Command is an important element in multijurisdictional or multiagency domestic incident management. It provides guidelines to enable agencies with different legal, geographic, and functional responsibilities to coordinate, plan, and interact effectively.

As a team effort, Unified Command overcomes much of the inefficiency and duplication of effort that can occur when agencies from different functional and geographic jurisdictions, or agencies at different levels of government, operate without a common system or organizational framework.

All agencies with jurisdictional authority or functional responsibility for any or all aspects of an incident and those able to provide specific resource support participate in the Unified Command structure and contribute to the process of determining overall incident strategies; selecting objectives; ensuring that joint planning for tactical activities is accomplished in accordance with approved incident objectives; ensuring the integration of tactical operations; and approving, committing, and making optimum use of all assigned resources.

The exact composition of the Unified Command structure will depend on the location(s) of the incident (i.e., which geographical administrative jurisdictions are involved) and the type of incident (i.e., which functional agencies of the involved jurisdiction(s) are required). In the case of some multijurisdictional incidents, the designation of a single Incident Commander may be considered to promote greater unity of effort and efficiency.

Source: NIMS

Authority

Authority and responsibility for an Incident Commander to manage an incident or event comes in the form of a delegation of authority from the agency executive or administrator of the jurisdiction of occurrence or inherent in existing agency policies and procedures. When an incident/event spans multiple jurisdictions this responsibility belongs to the various jurisdictional and agency executive or administrators who set policy and are accountable to their jurisdictions or agencies. They must appropriately delegate to the Unified Commanders the authority to manage the incident. Given this authority, the Unified Commanders will then collectively develop one comprehensive set of incident objectives, and use them to develop strategies.

Advantages of Using Unified Command

The advantages of using unified command include:

- A single set of objectives is developed for the entire incident.
- A collective approach is used to develop strategies to achieve incident objectives.
- Information flow and coordination is improved between all jurisdictions and agencies involved in the incident.
- All agencies with responsibility for the incident have an understanding of joint priorities and restrictions.
- No agency's legal authorities will be compromised or neglected.
- The combined efforts of all agencies are optimized as they perform their respective assignments under a single Incident Action Plan.

Planning Process

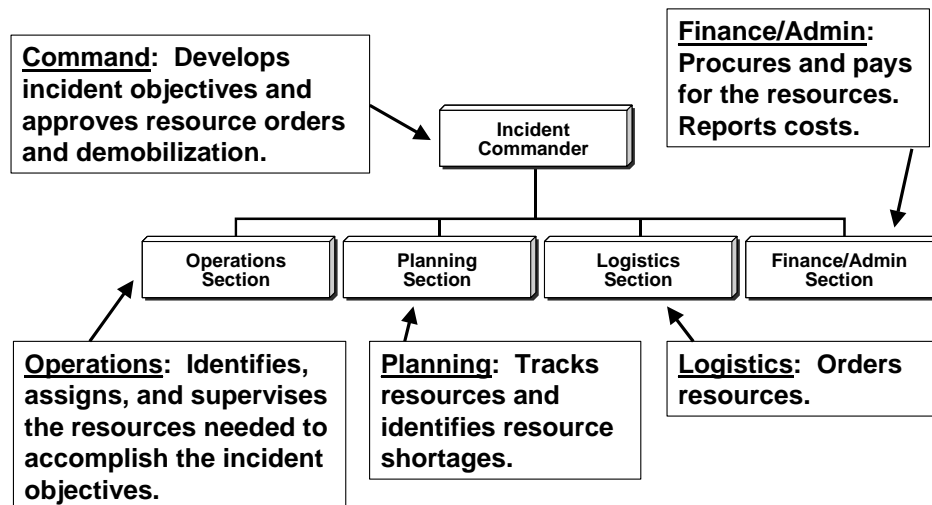
It was recognized early in the development of the ICS that the critical factor of adequate planning for incident operations was often overlooked or not given enough emphasis. This resulted in poor use of resources, inappropriate strategies and tactics, safety problems, higher incident costs, and lower effectiveness.

Those involved in the original ICS development felt that there was a need to develop a simple but thorough process for planning that could be utilized for both smaller, short-term incidents and events, and for longer, more complex incident planning. The planning process may begin with the scheduling of a planned event, the identification of a credible threat, or the initial response to an actual or impending event. The process continues with the implementation of the formalized steps and staffing required to develop a written Incident Action Plan (IAP).

The primary phases of the planning process are essentially the same for the Incident Commander who develops the initial plan, for the Incident Commander and Operations Section Chief revising the initial plan for extended operations, and for the incident management team developing a formal IAP, each following a similar process. During the initial stages of incident management, planners must develop a simple plan that can be communicated through concise oral briefings. Frequently, this plan must be developed very quickly and with incomplete situation information. As the incident management effort evolves over time, additional lead time, staff, information systems, and technologies enable more detailed planning and cataloging of events and “lessons learned.”

Planning involves:

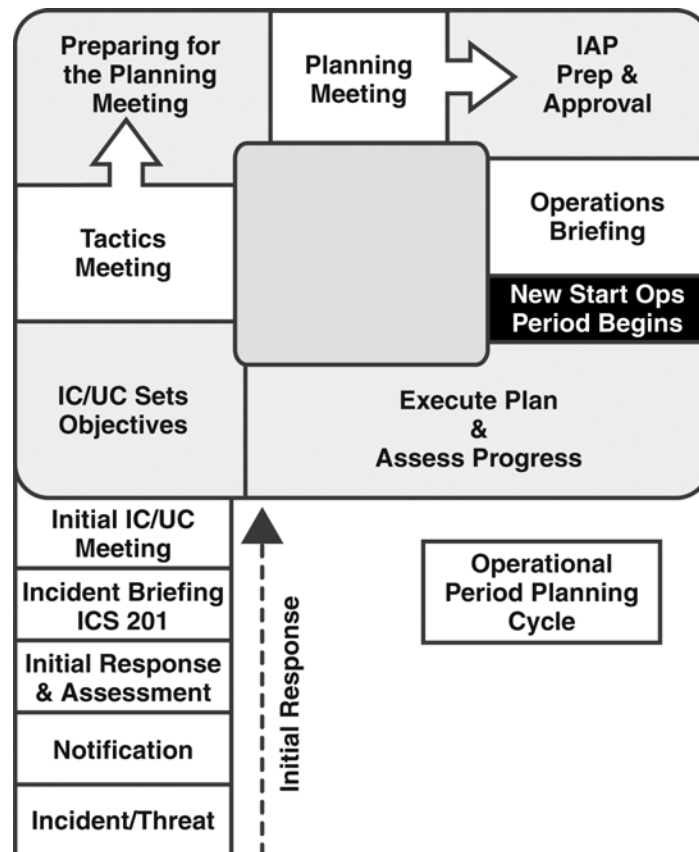
- Evaluating the situation.
- Developing incident objectives.
- Selecting a strategy.
- Deciding which resources should be used to achieve the objectives in the safest, most efficient and cost-effective manner.



Caption: Organizational chart showing that Command develops the objectives and approves resource orders and demobilization. Operations identifies, assigns, and supervises the resources needed to accomplish the incident objectives. Planning tracks resources and identifies shortages. Logistics orders resources, and Finance/Administration procures and pays for the resources.

Planning Process (Continued)**The Planning “P”**

The Planning “P” shows the planning process for one operational period.

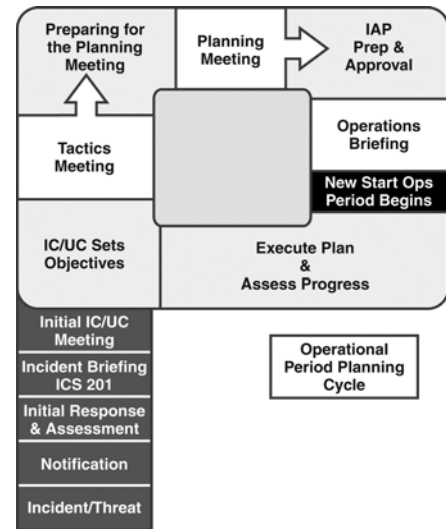


Planning Process (Continued)

Initial Response

Planning begins with a thorough size-up that provides information needed to make initial management decisions.

The ICS 201 provides Command Staff with information about the incident situation and the resources allocated to the incident. This form serves as a permanent record of the initial response to the incident and can be used for transfer of command.



Set Incident Objectives

Determining the Incident Objectives and strategy is an essential prerequisite to developing the plan. Incident Objectives should have the following characteristics:

- **Specific** - Is the wording precise and unambiguous?
- **Measurable** - How will achievements be measured?
- **Action-Oriented** - Is an action verb used to describe expected accomplishments?
- **Realistic** - Is the outcome achievable with given available resources?
- **Time Sensitive** - What is the timeframe? (If applicable.)

The strategy or strategies to achieve the objectives should pass the following criteria test:

- Make good sense (feasible, practical, and suitable).
- Be within acceptable safety norms.
- Be cost effective.
- Be consistent with sound environmental practices.
- Meet political considerations.

It is also essential to consider alternative strategies that may be employed. If possible, an alternative strategy should be considered for each Incident Objective.

On small incidents, the task of developing Incident Objectives and strategies is the sole responsibility of the Incident Commander. The activity associated with these first two steps may take only a few minutes.

On larger incidents, members of the General Staff and others will contribute to this process.

Planning Process (Continued)

Tactics Meeting

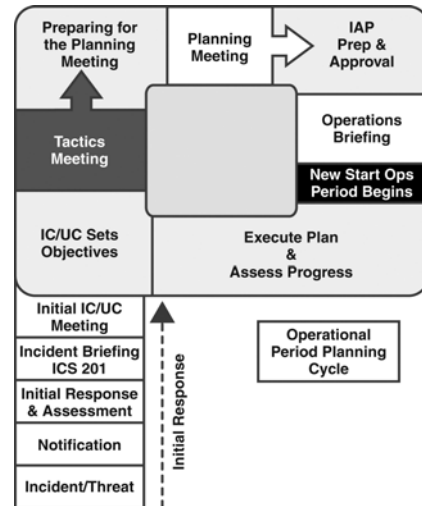
The purpose of the Tactics Meeting is to review the tactics developed by the Operations Section Chief. This includes the following:

- Determine how the selected strategy will be accomplished in order to achieve the incident objectives.
- Assign resources to implement the tactics.
- Identify methods for monitoring tactics and resources to determine if adjustments are required (e.g., different tactics, different resources, or new strategy).

The Operations Section Chief, Safety Officer, Logistics Section Chief, and Resources Unit Leader attend the Tactics Meeting. The Operations Section Chief leads the Tactics Meeting.

The ICS 215, Operational Planning Worksheet, is used to document the Tactics Meeting.

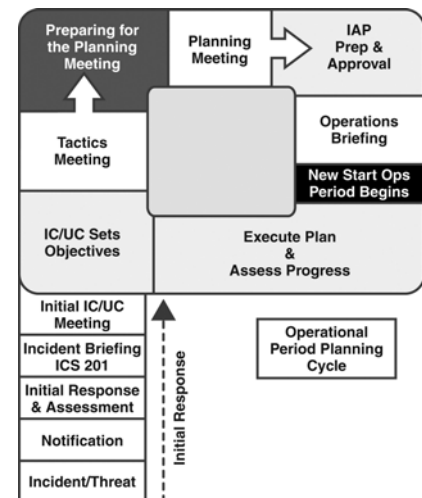
Resource assignments will be made for each of the specific work tasks. Resource assignments will consist of the kind, type, and numbers of resources available and needed to achieve the tactical operations desired for the operational period. If the required tactical resources will not be available, then an adjustment should be made to the tactics and operations being planned for the Operational Period. It is very important that tactical resource availability and other needed support be determined prior to spending a great deal of time working on strategies and tactical operations that realistically cannot be achieved.



Preparing for the Planning Meeting

Following the Tactics Meeting, preparations are made for the Planning Meeting, to include the following actions coordinated by the Planning Section:

- Analyze the ICS 215 developed in the Tactics Meeting.
- Develop an ICS 215A, Incident Safety Analysis (prepared by the Safety Officer), based on the information in the ICS 215.
- Assess current operations effectiveness and resource efficiency.
- Gather information to support incident management decisions.



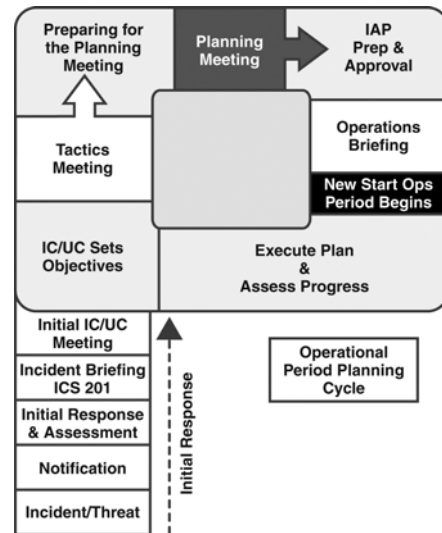
Planning Process (Continued)

Planning Meeting

The Planning Meeting provides the opportunity for the Command and General Staff, as well as other incident management personnel, agency officials, and cooperating/assisting agencies and organizations, to review and validate the operational plan as proposed by the Operations Section Chief. The Planning Section Chief conducts the Planning Meeting following a fixed agenda.

The Operations Section Chief delineates the amount and type of resources he or she will need to accomplish the plan. The Planning Section's "Resources Unit" will have to work with the Logistics Section to accommodate.

At the conclusion of the meeting, the Planning Section Staff will indicate when all elements of the plan and support documents are required to be submitted so the plan can be collated, duplicated, and made ready for the Operational Period Briefing.



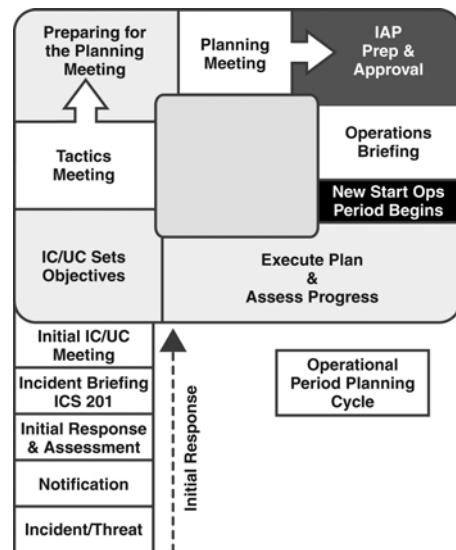
IAP Preparation and Approval

The next step in the Incident Action Planning Process is plan preparation and approval. The written plan is comprised of a series of standard forms and supporting documents that convey the Incident Commander's intent and the Operations Section direction for the accomplishment of the plan for that Operational Period.

For simple incidents of short duration, the Incident Action Plan (IAP) will be developed by the Incident Commander and communicated to subordinates in a verbal briefing. The planning associated with this level of complexity does not demand the formal planning meeting process as highlighted above.

Certain conditions result in the need for the Incident Commander to engage a more formal process. A written IAP should be considered whenever:

- Two or more jurisdictions are involved in the response.
- The incident continues into the next Operational Period.
- A number of ICS organizational elements are activated (typically when General Staff Sections are staffed).
- It is required by agency policy.
- A HazMat incident is involved (required).

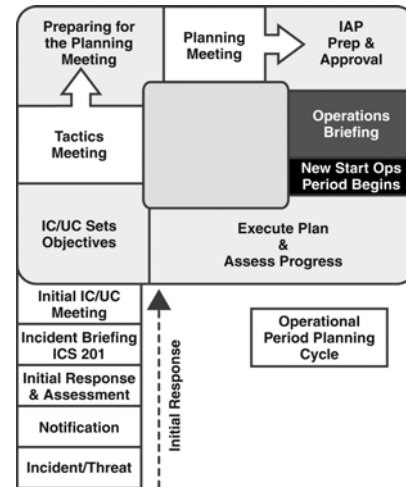


Planning Process (Continued)

Operational Period Briefing

The Operational Period Briefing may be referred to as the Operations Briefing or the Shift Briefing. This briefing is conducted at the beginning of each Operational Period and presents the Incident Action Plan to supervisors of tactical resources.

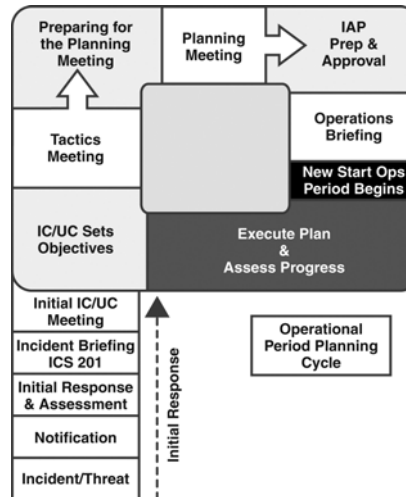
Following the Operational Period Briefing supervisors will meet with their assigned resources for a detailed briefing on their respective assignments.



Execute Plan and Assess Progress

The Operations Section directs the implementation of the plan. The supervisory personnel within the Operations Section are responsible for implementation of the plan for the specific Operational Period.

The plan is evaluated at various stages in its development and implementation. The Operations Section Chief may make the appropriate adjustments during the Operational Period to insure that the objectives are met and effectiveness is assured.



ICS Forms

ICS 201 – Incident Briefing Form	The ICS 201 – Incident Briefing Form is most often used by the initial Incident Commander and is a four-sheet document that allows for the capture of vital incident command and control information prior to the implementation of the formal planning process. This form allows for a concise and complete transition of Command briefing to an incoming new Incident Commander. In addition, this form may serve as the full extent of incident command and control documentation if the situation is resolved by the initial response resources and organization. This form is designed to be transferred easily to the members of the Command and General Staff as they arrive and begin work. It is not included as a part of the formal written Incident Action Plan.
ICS 202 – Incident Objectives	The ICS 202 – Incident Objectives serves as the first page of a written IAP. It includes incident information, a listing of the Incident Commander's Objectives for the Operational Period, pertinent weather information, a general safety message, and a table of contents for the plan. Signature Blocks are provided.
ICS 203 – Organizational Assignment List	The ICS 203 – Organizational Assignment List is typically the second page of the IAP and provides a full accounting of incident management and supervisory staff for that Operational Period.
ICS 204 – Division/Group Assignment List	The ICS 204 – Division/Group Assignment List is included in multiples based on the organizational structure of the Operations Section for the Operational Period. Each Division or Group will have its own page. This page will list who is supervising the Division or Group to include Branch Director if assigned. It will also list the specific assigned resources with leader name and number of personnel assigned to each resource. This document then describes in detail the specific actions that that Division or Group will be taking in support of the overall incident objectives. Any special instruction will be included as well as the elements of the communication plan that applies to that Division or Group.
ICS 205 – Incident Communications Plan	The ICS 205 – Incident Communications Plan depicts the entire communications plan for the incident.
ICS 206 – Incident Medical Plan	The ICS 206 – Incident Medical Plan presents the incident's medical plan to care for responder medical emergencies.
ICS 211 – Check-In List	The ICS 211 – Check-In List is used to document the check-in process. Check-in recorders report check-in information to the Resources Unit.
ICS 215 – Operational Planning Worksheet	The ICS 215 – Operational Planning Worksheet communicates to the Resources Unit the resources needed as a result of decisions made during the Tactics and Planning meetings. The Worksheet is used by the Resources Unit to complete the Assignment List (ICS 204) and by the Logistics Section Chief for ordering resources.
ICS 215a – Incident Action Plan Safety Analysis	The ICS 215a – Incident Action Plan Safety Analysis communicates to the Operations and Planning Section Chiefs safety and health issues identified by the Safety Officer. The Worksheet is used by the Resources Unit to complete ICS 204 Forms and Operations briefings.

Demobilization

Demobilization planning helps to:

- Eliminate waste.
- Eliminate potential fiscal and legal impacts.
- Ensure a controlled, safe, efficient, and cost-effective release process.

Demobilization policies and procedures depend on size of incident and may involve:

- Fiscal/legal policies and procedures.
- Work rules.
- Special license requirements.
- Other requirements.

**Your Notes**